

Links with Strategy and Management Electives

The Strategy and Management group offers an array of electives during Periods 3, 4 and 5. Brief descriptions of these elective courses are provided below as an aid to your course selection.

Industry Competitive Analysis

This course builds on the frameworks developed in the first half of the Strategic Management course to examine how firms achieve and sustain superior returns through the development and implementation of competitive strategy. To accomplish this objective, we will augment traditional industry structural analysis with tools from game theory, industrial organisation, and transaction cost economics. In so doing, we focus on two sources of returns: returns from the deployment of unique resources and profits from the development of market dominance and the concomitant ability to restrict competition.

Strategic Alliances

This course is designed to help participants understand the functioning of alliances in organisations from a strategic perspective, the benefits and limitations of collaboration, and the ways managers can enhance the effectiveness of their alliances. The course examines new forms of alliances as well as the management of alliance processes. Topics to be covered within the framework developed in the course include the following: the logic of collaboration, business and corporate strategy contexts, new alliance types, network structures and collective competition, partner selection, alliance design, and alliance dynamics.

Mergers & Acquisitions

This elective is designed to offer a theoretical and practical examination of the strategic issues involved in the use of acquisitions and mergers of equals as tools for the implementation of corporate level, as well as business unit, strategies. The mechanisms through which M&As can create, as well as destroy, value for the acquiring firm's shareholders are analysed in depth, with particular emphasis on the search and selection of the appropriate target, and on the management of the post-acquisition integration phase. The course provides also the opportunity to study, through group fieldwork, how acquirers develop and constantly strive to improve their acquisition practices.

Global Strategic Management

This course addresses the following questions: What is “global” about global strategy, and how does the latter link to firm’s profitable growth? When and why do firms decide to go multinational? Where should firms locate their various value added activities? How might firms address the global-local tradeoffs involved in responding to distinctive regional needs without unduly sacrificing efficiency? How can firms manage their various affiliates so that global knowledge sharing and global teamwork are enhanced? When and how might multinationals deal with external constituents such as governments, alliance partners, and international institutions.

High Technology Entrepreneurship and Strategy

The hi-tech context is distinguished by rapidly changing relationships between firms, technologies and consumers. This course focuses on the strategic challenges that such environments present and the strategic tools available to managers to deal with challenges such as setting expectations for profitability and time to market, organising networks of suppliers and consumers, and managing the challenges presented by growth and success. We will explore these issues in the context of both small/start-up firms as well as new ventures within large established organisations.

Innovation, Strategy, and Corporate Governance

The concern of recent debates on corporate governance with who should control strategic investment decisions in the corporation, what types of investments they should make, and how the returns from investments should be distributed is the central focus of this course. It begins with a critical analysis of the theoretical foundations of the leading perspectives on corporate governance advanced in the contemporary debates. It will investigate how different concepts of the corporation lead to alternative theories of the relationship between institutions of corporate governance and economic performance. Based on case studies and their own experience, students will be expected to draw out the strengths and weaknesses of different approaches to the economics of enterprise, especially with respect to the conceptualisation of innovation and the strategies that shape that process.